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GUERRILLA WARFARE

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with such necessary changes as will meet progressive standards; and that the method of allocating graduation, viz., assignment by direction of the Joint Chiefs of Staff or at the request of theatre commanders, remain in force. To insure timely provision of appropriate guerrilla units for projected operations, The Operations Division, N.D.G.B. and the Office of the Chief of Naval Operations should submit requests through the J.P.W.C. indicating their requirements.

B. That the Army and Navy furnish instructor personnel for these schools in the numbers needed, in accordance with tables of organization to be submitted for approval later.

C. That control of operations of saboteurs and guerrilla units remain under direct control of U. S. theatre commanders or U. S. independent area commanders. When operating outside a theatre of operations control will be exercised by the C.S.S.

D. The chief representative of the C.S.S. on the Staff of a U. S. Theatre Commander will be the liaison agent with similar officers on the staffs of foreign commanders.

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tary or naval organization within or in proximity to the area involved.

D. LIAISON.

(1) United States Theatres.

The arrangements for liaison in the theatres in which the O.S.S. is now operating, Chungking and London, is for the O.S.S. chief representative to be a member of the Staff of the theatre commander, thus effectuating both control and liaison.

(2) Foreign Theatres.

The arrangement presently operative in London is recommended in foreign theatres. This consists of the O.S.S. chief representative acting on the Staff of the Senior U. S. officer in that area, whether he be a military commander or a mission commander or a military officer of the Embassy Staff. The O.S.S. Commanding Officer will have on his staff a liaison officer who will maintain contact with the subversive operations officer on the foreign commander's staff.

2. RECOMMENDATIONS.

A. That the present system of the O.S.S. in the training and use of saboteurs be continued; that O.S.S. be authorized to organize and train guerrilla units in the manner set forth in Paragraph 1(A)(1) above; that training be given for both saboteurs and militarized guerrilla units

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B. ARMY AND NAVY INSTRUCTOR PERSONNEL FOR SCHOOLS.

The type of training given makes it apparent that Army and Navy personnel are needed for instructional purposes both in the military field and in the technical field. Satisfaction of the recent request for 416 more Army grades and ratings will meet the immediate emergency, but should the organization of militarized guerrilla units be authorized, additional increments of Army and Navy instructors will be needed, dependent upon the exigencies of the demand.

C. CONTROL OF SUBVERSIVE OPERATIONS.

(1) Control by Theatre Commanders.

The operations of saboteurs and guerrilla units will be under the full control of the theatre commanders. They will not operate as separate agencies without such control. This same control will be exercised by task force commanders or independent area commanders to whom saboteurs or guerrilla units are assigned.

(2) In Areas Outside a Theatre of Operations.

The control of operations of saboteurs or of guerrilla units shall be under the direct control of the theatre commander when the theatre is commanded by an American officer. When the theatre commander is an officer of another nation, the possible operations of American saboteur or of guerrilla units shall be controlled by the U. S. Army or Navy head of the U. S. Mission, or other mili-

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rilla warfare units. It is apparent that the services of these two agencies are complementary to each other, and that both can be used under the direction of theatre commanders to good advantage, saboteurs as immediate and continued agents of attrition, and guerrilla units behind enemy lines on special missions assigned by the theatre commander to synchronize with his offensive or with the first attacking waves. The Committee believes that training by the O.S.S. in both types of subversive warfare is desirable.

(5) Method of allocating Graduates from Schools.

Officers experienced in sabotage training have already been sent to several areas, with the consent or at the request of theatre commanders. It is planned to allocate militarized guerrilla units to theatres of operation to implement basic directives from the Joint Chiefs of Staff or in accordance with requests from theatre commanders, and to have these units operate solely under the direction of such commanders.

To insure timely provision of appropriate guerrilla units for projected operations, the Operations Division, W.D.G.S. and the Office of the Chief of Naval Operations should submit requests through the J.P.W.C. indicating their requirements.

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is suitable for saboteurs and for the "organizers" of saboteurs.

(b) Guerrilla Warfare. It is proposed that the training of guerrilla units will include training in demolition and in the preparation of demolition material. Emphasis will be placed upon physical conditioning. Attention will be given to scouting and patrolling, to instruction in the infantry weapons and, since the guerrilla company is completely free of administrative and supply units, will be trained to feed for itself and live off the country.

(3) Type of Individual to be Trained.

(a) Organized Sabotage. Individuals have been recruited by the O.S.S. from men sent by the Army or Navy, from foreigners who have been living in this country and also from members of Allied armies in England recruited by the British S.O.S.

(b) Guerrilla Warfare. Personnel for guerrilla units is to be recruited from foreign nationals in the United States Army who volunteer for service and who meet the necessary physical and mental requirements for such work.

(4) Training as Individual Saboteurs or Guerrilla Warfare Units or Both.

Statements have been received as to the desired use of both individual saboteurs and guer-

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centralized and specially trained. The full advantage taken of their knowledge of the language and acquaintance with the various countries, and assigned as needed to various theatre commands, could be made an effective auxiliary force.

(2) Type of Training.

(a) Organized Sabotage. As carried on by O.D.B., saboteur candidates are put through a seven-week course which embraces preliminary basic and advanced training, in addition to parachute and marine training. Special courses for certain type operations, such as industrial, railroad and communications sabotage are also given. The subjects of instruction for these courses have been planned in advance and are given by officers who themselves have been through schools of instruction in these subjects. The Committee has questioned the O.D.B. officers in charge of the training, and certain members of the Committee have observed the operations of one camp, including the work given in the preliminary and basic schedules. It has compared this training with the accounts of British training and with the report of the training in Germany given to the saboteurs now on trial before the Military Commission. From these reports and this observation, the Committee believes that the type of training being given

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All this is done as a means of preparing an area for offensive operations by our armed forces. Instruction in this method of warfare has been undertaken by O.S.B. and in certain areas (either alone or in conjunction with the British) operations are now being carried on.

(b) Guerrilla Warfare. In addition to the above organization, O.S.B. asks for the authorization of guerrilla units which shall be made up in whole or in part of individuals of foreign birth or foreign descent who are already in the armed forces and have had at least three months training. These units, composed of personnel of tested loyalty to the United States, are to be organized into language guerrilla groups, and are to be available to theatre commanders conducting operations in countries to which such groups are native. It is conceived that these units, trained and conditioned for such service, could be employed by the theatre commander (1) either by being part of his invading wave, or (11) by being placed behind the enemy lines through parachute or glider to join up with the "reception committees" already organized among the native population. It is urged that these guerrilla groups,

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1. Pursuant to the directive from the Chief of Staff, United States Army, dated July 14, 1942 the J.P.C. has investigated the subjects listed therein and makes the following report:

A. NATURE OF OPERATIONS AND TRAINING.(1) Sabotage Operations and Guerrilla Warfare.

(a) Organized Sabotage. Conduct of organized sabotage in areas occupied by the enemy has become an important if not an essential mode of warfare.

Usually a representative, called an organizer (either a native or knowing the language of the country into which he is sent and trained in the use of radio) enters a designated area to do, among other things, the following: (i) to organize and to incite to action native groups in enemy occupied territory, (ii) to arrange for the entry of arms and equipment for these groups, (iii) to distribute seditious pamphlets, (iv) to give instruction in the character and use of demolition material, (v) to direct, supervise or to conduct sabotage activities, and (vi) to set up "reception committees" to meet and to aid our armed forces.

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charged with the duty of harassing and destroying the enemy forces in the India, Burma, and Singapore area.

2nd Battalion - To be composed of 5 Guerrilla Companies as follows:

- 1 Javanese Company
- 1 Dutch Company
- 1 Malay Company
- 2 Maritime Companies

Note: The organization and training of this Battalion to be designated to operate from Headquarters in Australia, and to be charged with the duty of harassing and destroying the enemy forces in the East Indies.

10th Battalion - To be composed of 5 Guerrilla Companies as follows:

5 Philippine Companies

Note: The organization and training of this Battalion to be designated to operate from Headquarters in Australia, and to be charged with the duty of harassing and destroying the enemy forces in the Philippine Islands.

Garland M. Williams
Lieutenant Colonel, Infantry.

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5th Battalion - To be composed of 4 Guerrilla Companies as follows:

- 2 Greek Companies
- 1 Albanian Company
- 1 Italian Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Greece, and to be charged with the duty of harassing and destroying the enemy forces in Greece, Albania, and Italy.

6th Battalion - To be composed of 7 Guerrilla Companies as follows:

- 1 German Company
- 1 Dutch Company
- 1 Belgian Company
- 2 French Companies
- 1 Spanish Company
- 1 Portuguese Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Great Britain, and to be charged with the duty of harassing and destroying the enemy forces in Holland, Belgium, France, and adjacent territories.

7th Battalion - To be composed of 6 Guerrilla Companies as follows:

- 5 Chinese Companies
- 1 Korean Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Chungking, China, and to be charged with the duty of harassing and destroying the enemy forces in Occupied China.

8th Battalion - To be composed of 5 Guerrilla Companies as follows:

- 1 Thai Company
- 1 Burmese Company
- 1 Malay Company
- 1 Cantonese Company
- 1 Indian Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in India, and to be

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1st Battalion - To be composed of 4 Guerrilla Companies as follows:

- 1 Norwegian Company
- 1 Danish Company
- 1 Finnish Company
- 1 German Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Scotland or Iceland, and to be charged with the duty of harassing and destroying the enemy forces in Finland, Denmark, the Scandinavian Peninsula, and in adjacent German territory.

2nd Battalion - To be composed of 4 Guerrilla Companies as follows:

- 1 Russian Company
- 1 Latvian Company
- 1 Lithuanian Company
- 1 German Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Great Britain, and to be charged with the duty of harassing and destroying the enemy forces in the Leningrad and Baltic Sea areas.

3rd Battalion - To be composed of 3 Guerrilla Companies as follows:

- 2 Polish Companies
- 1 German Company

Note: The organization and training of this Battalion is to be designed to operate from Headquarters in Great Britain, and to be charged with the duty of harassing and destroying the enemy forces in Poland and adjacent German areas.

4th Battalion - To be composed of 4 Guerrilla Companies as follows:

- 1 Hungarian Company
- 1 Croatian Company
- 1 Slavian Company
- 1 Serbian Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Egypt, and to be charged with the duty of harassing and destroying the enemy forces in Yugoslavia, Hungary, and adjacent German territory.

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Research Section - This section is continually engaged in developing special equipment to be used in the local theater of operations. It explores local resources and converts such resources into suitable weapons and materials.

The Company Headquarters provides for the administrative work of the Battalion, the mess facilities, and includes a protective section for the Battalion Headquarters installations.

The Supply Platoon includes a Platoon Headquarters and the following:

Supply Section - This section is concerned with the supply of all materials other than munitions and explosives.

Munitions Section - This section is concerned with the procurement, storage, and issue of ammunition and explosives.

Motor Section - This section is equipped with sufficient passenger transportation for the Headquarters personnel. It also has sufficient cargo trucks to transport supplies and munitions. These cargo trucks, when unloaded, can be utilized to transport regular and auxiliary personnel to areas of activity, or elsewhere in the theater of operations.

The Battalion Organization includes ATTACHED MEDICAL personnel. This section includes a Medical Officer and a Dental Officer, who will remain with Battalion Headquarters. It also includes Medical Officers and Enlisted Medical Technicians who can be attached to operating companies. This personnel will provide the necessary medical attention for the regular personnel and the auxiliary forces. Such personnel will also be of value in assisting native sympathizers and thus be a potent factor in securing the good will of the populace.

No tables of organization are submitted for units higher than a Battalion. However, it is contemplated that a Guerrilla Group Headquarters will be established in the United States and commanded by a Major-General. This Headquarters would control the operations of the several Battalions.

Organization

The following Guerrilla Battalions are to be organized:

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The Company includes a weapons Platoon, which provides the Company Commander with fire-power of a type that will be required in the conduct of sabotage against critical installations which are guarded by military forces.

The Company Headquarters includes the necessary communications personnel, fire-power, and Technicians. These Technicians serve as consultants to the Company Commander, and would be specialists to assist the operating platoons and train the native auxiliaries.

It will be noted that the Guerrilla Company is completely free of administrative and supply elements. It is a "fighting outfit" and must "live off the country."

The HEADQUARTERS AND HEADQUARTERS COMPANY, GUERRILLA BATTALION, includes all of the administrative, operating, and supply echelons for the entire organization.

The Battalion Headquarters Section includes the following agencies:

Headquarters - Exercises the functions of command and directs the activities of the entire organization throughout the area concerned. The Commanding Officer may be on the staff of the Commanding General of the particular theater of operations, or may operate as an independent command, acting under orders received from Guerrilla Group Headquarters.

Operations Section - This section plans the subversive activities to be carried on, determines the need and timeliness of sabotage, and coordinates the work of the companies.

Intelligence Section - This section secures information on enemy activities, strategic points, and targets, as well as necessary information of enemy control measures. It is on the basis of this information that the Operations Section makes plans.

Communications Section - This section maintains communication with higher Headquarters, and with the companies. It also provides the necessary maintenance and repair facilities for the communication equipment of the lower echelons.

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The DEMOLITION PLATOON is composed of three demolition squads and a small platoon headquarters.

The PLATOON HEADQUARTERS is composed of:

- 1 Lieutenant - Platoon leader (armed with carbine)
- 1 Technical Sergeant - Platoon Sergeant (armed with carbine).
- 2 Privates - Munitions Carriers (armed with rifle and carrying reserve demolition equipment).
- 2 Privates - Radio Operators (armed with rifle and equipped with portable radio apparatus).
- 1 Private - Automatic Rifleman (armed with sub-machine gun).

The Platoon is designed to conduct subversive operations and sabotage over an extensive area and provide the necessary reserves of personnel and equipment and communication facilities. A platoon of this type would be a proper force to be sent into a large city, or a small state. The platoon could carry out important ventures and the Platoon Leader could utilize his personnel as a nucleus for the organization of native forces throughout the area.

The GUERRILLA COMPANY is designed as a unit to conduct operations in a large geographical area and to engage in specific enterprises on a large scale.

The Company includes three demolition platoons which can be utilized by the Company Commander in two ways:

1. The platoons can be responsible for operations in geographical subdivisions of the Company Area.
2. The platoons may be organized as specialists and engaged along functional lines as, for instance, one platoon to engage in railway sabotage; another platoon to engage in military sabotage; another platoon to engage in intelligence operations.

MEMORANDUM

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May 11, 1942

To Accompany Appendix "A"

The purpose of the tentative tables of organization is to provide a basis for the organization of units to be engaged in the planned and coordinated conduct of subversive activities, sabotage, and guerrilla warfare in areas occupied by the enemy. The conduct of such important operations warrants a definite organization, and should not be carried on by improvised groups of a localized character.

Basis

The basis of organization is THE INDIVIDUAL. Each man is trained as a saboteur, and is especially prepared to operate as an individual or in small groups in hostile territory. Emphasis is placed on training as a Demolitionist.

The basic unit is the Demolition Squad, and in most theaters of guerrilla operations, such as China, the Balkans, the Near East, and the East Indies, the Demolition Squad will supplant the individual as the basis of organization. The Demolition Squad is composed of:

- 1 Leader - (Demolitionist, armed with carbine)
- 1 Demolitionist, (armed with large demolition kit)
- 2 Scout-Observers - (Demolitionist, armed with rifle and small demolition kit)
- 2 Automatic-Riflemen - (Demolitionists, armed with sub-machine gun and small demolition kit)

This squad can perform important missions without aid from local sources, inasmuch as it possesses the necessary demolition equipment, reconnaissance elements, and fire-power. In those cases where the local population can be utilized, this squad would constitute a nucleus around which native agents, operatives, saboteurs, and guerrilla fighters would be organized.

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II. Action Recommended:

The Secretary of War directs that:

1. That effective immediately, there be established the FIRST GUERRILLA GROUP. The Commanding General, First Guerrilla Group, will establish headquarters at Fort Monmouth, D. C.
2. The First Guerrilla Group will be composed of the necessary command and service elements, and initially consist of ten GUERRILLA BATTALIONS. Tentative tables of organization for the Battalions are attached hereto as appendages "A".
3. a. Cadres of Commissioned and enlisted personnel for ten Guerrilla Battalions and supporting service elements will be assigned to the First Guerrilla Group by the War Department. Procurement objectives for procuring Commissioned Officers and recruiting enlisted personnel from United States citizens or foreign nationals, as provided for in the attached tables of organization, and as required for command and administration, will be provided to the First Guerrilla Group by the War Department.
- b. The Navy Department will allot such personnel and equipment as may be required by the First Guerrilla Group for the Organization and conduct of operations requiring the use of naval equipment.
- c. The Army AIR FORCE will provide the necessary equipment and operating and maintenance personnel as will be required for the conduct of reconnaissance, transport and combat missions to be carried on by the First Guerrilla Group.
4. Commanders of Armies, and Task Force Commanders, will submit to the Joint Chiefs of Staff, through proper channels, their requirements for assignment of Guerrilla Battalions to the areas with which they are concerned. Such reports will contain all available details regarding the area in which the Battalions are to operate, the mission with which they will be charged, and the objectives sought to be accomplished.
5. The Commanding General, First Guerrilla Group, is authorized to procure from the materials and resources available to the armed forces, such supplies and equipment as is necessary. He is also authorized to procure from other sources, such special types of supplies as may be deemed proper.

Enclosures

William J. Donovan
COORDINATOR OF INFORMATION

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elements. A memorandum setting forth the basis for the organization is also attached hereto. The Guerrilla Battalions consist of linguistically qualified and specially trained personnel, whose training, equipment, and tactics are in each instance especially designed for a certain theater of operations. After these units have been organized, equipped, and trained, they should be moved to the theater of operations in which they are qualified to operate. In those areas of guerrilla activities where the United Nations have established active theaters of operation, the Guerrilla units will be assigned to the military forces in such theater, and constitute an integral element of such forces. However, in those areas in the world occupied by enemy forces and not in an active theater of operations, guerrilla warfare should nevertheless be carried on against the enemy, and in such instances the units will operate under the direct command of Guerrilla Group Headquarters located in the United States.

4. In the United States there are, at this time, many thousands of individuals of foreign birth or foreign descent who are either in the armed forces or eligible for enlistment therein, and these groups should be gathered together and formed into guerrilla forces. These units, composed of personnel of unquestioned loyalty to the United States, will also supply trained cadres for the formation of guerrilla units to be composed of foreign nationals recruited from among anti-axis groups in foreign countries. The military effort that can be achieved by a full utilization of the strength of such foreign language groups is tremendous, and will be a potent factor in achieving final victory. In the development of work of a related character, the Coordinator of Information Service Command has had repeated opportunities to recruit for the Army large numbers of individuals thoroughly capable of carrying on successful operations against the enemy in hostile areas. The purpose of this memorandum is to provide a means whereby such individuals may be taken into the Army, and their full value made available in the war effort.

5. The Guerrilla Group Headquarters in the United States should operate directly under the Joint Chiefs of Staff, and should be authorized to utilize resources of the Naval, Military, and Air forces. The necessity for operating in maritime areas, as well as land areas, requires such an organizational setup. In these operations there must be a definitely established UNIFIED COMMAND, and the air, naval, and land forces operating as Guerrilla Units must be assigned to the Guerrilla Group and there be no possibility of a division of Command.

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COORDINATOR OF INFORMATION

Washington, D. C.

MEMORANDUM TO THE WAR DEPARTMENT

Subject: Sabotage Operations and Guerrilla Warfare

I. Discussion.

1. The conduct of organized sabotage in warfare, and today this type of military operation is a proper function to be carried on by the armed forces. It is, therefore, important that there be created units composed of personnel speaking the proper languages, which can be especially trained for this type of warfare, and employed in accordance with a well-conceived and thoroughly coordinated plan of action extending throughout all territories occupied by hostile forces. In the initial phases of such activities, the operations will be carried on largely by individuals or small groups accomplishing isolating missions but rapidly these individuals or small groups should develop into larger units, and the forces involved will inevitably develop into guerrilla warfare groups capable of conducting operations on a large scale. The activities of these guerrilla forces will be an effective means of preparing an area for offensive operations by our army, and will greatly assist in the ultimate success of our forces. In those areas where large-scale offensive operations are not planned, the guerrilla units will continuously immobilize large elements of the enemy forces.

2. The usual conception of sabotage and guerrilla operations is based on a theory of localized responsibility for organization and operation, but under conditions of modern warfare as carried on in the present world-wide conflict, this decentralization into isolated groups engaged on independent and unrelated missions is improper. A definite command in the military forces should be created to plan and conduct this type of warfare throughout the world. Without such centralized planning and control, the full possibilities of sabotage and guerrilla warfare cannot be utilized.

3. There is attached hereto tentative tables of organization for a GUERRILLA BATTALION and its component

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Operations of this nature are necessarily dependent upon opportunity and the men and equipment at hand. They must be closely coordinated with allied forces and governments and directed by a headquarters close to the scene of action. Where conducted on a large scale they should be closely followed by major efforts of the combined area.

It is believed that full authority to conduct such operations must continue to rest with the theater commanders rather than be centralized in a special corps with headquarters in Washington. For this reason your recommendation for the establishment of the First Guerrilla Group is not favorably considered.

I am sorry that my reply cannot be more favorable.

Sincerely yours,

(S) HENRY L. HATFIELD
Secretary of War

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WAR DEPARTMENT

WASHINGTON

July 8, 1942

Colonel William J. Donovan,
Director, Office of Strategic Services,
Washington, D. C.

Dear Colonel Donovan:

Your memorandum dated May 28, 1942, subject: Sabotage Operations and Guerrilla Warfare, has been very carefully studied.

The War Department concurs in the basic idea presented, namely, that "the conduct of organized sabotage in areas occupied by the enemy has become an essential mode of warfare." Such operations are not only contemplated but, as you of course know, they are now being conducted. Highly specialized air-borne, water-borne and parachute units are being organized and trained as rapidly as facilities permit, and many units are being schooled in commando tactics. These organizations will be used in task forces specially organized for the particular mission.

Sabotage and subversive activities are now being conducted in the occupied countries of Europe by natives of those countries whose services have been secured largely through the Governments in exile. The individuals are trained in England and returned secretly to their homeland.

In Europe and the Middle East guerrilla and commando activities are being conducted by the British and American units, under the Theatre Commander, are being trained for participation.

In China, Korea, Thailand and French Indo-China, guerrilla operations have been highly organized by the Chinese and the Generalissimo has indicated that he does not desire direction or training by Americans.

In the South Pacific General MacArthur is now actively conducting guerrilla and subversive operations, having taken over both the British and Dutch organizations.

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4. The training of the guerrilla units will include all of the training now being given to the personnel to be engaged in sabotage operations. In addition, this specialized type of training will be extended in time and emphasis. The necessary modifications will be made to furnish training in unit action and the use of the necessary and appropriate combined arms. It is expected that the necessary personnel will be procured from the Armed Forces from among individuals who have already completed basic military training and have had experience in the organizations. In such instances, the specialized training for guerrilla warfare will not require more than 3 months time.

William J. Donovan
Director

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Sections of Africa, as well as the Mediterranean area, will be recruited for this Unit. The language companies are as follows:

- 1 French speaking Company
- 1 Spanish speaking Company
- 1 Italian Company

Total aggregate strength of the Battalion 549

3rd Battalion - This battalion is to operate in the Asiatic zone, and is composed of the following language companies:

- 1 Japanese Company
- 1 Chinese-Korean Company
- 1 Thai-Malay-East Indies Company
- 1 Philippine Company

Total aggregate strength of the Battalion 654

4th Battalion - This Battalion will operate from the Near East with the mission of penetrating the Balkan area. A secondary mission will be the organization of guerrilla forces in those parts of the Near East that are threatened by Axis attack. The language companies for this Battalion are as follows:

- 1 Greek Company
- 1 Yugoslavian Company
- 1 Hungarian Company
- 1 Arabian-Syrian Company

Total aggregate strength of the Battalion 664

Total aggregate strength of the 4 Battalions 2616

Guerrilla Group Headquarters - The command and administration and service elements of the Guerrilla Group headquarters will be similar in organization to the Headquarters and Headquarters Company and the Service Company of an Infantry Regiment. The strength of these elements is as follows:

Total Commissioned	22
Total Warrant Grade	5
Total Enlisted	264

3. With the exception of the change in the number of Battalions, and the number of language companies therein, there is meant to be no modification of the plans and recommendations set forth in the memorandum dated May 11, 1942.

HEADQUARTERS STRATEGIC SERVICES TRAINING UNIT

Washington, D. C.

August 1, 1942

MEMORANDUM TO THE WAR DEPARTMENT

Subject: Guerrilla Troops

1. Reference is made to a memorandum addressed to the War Department under date of May 11, 1942, on the subject "Sto- tage Operations and Guerrilla Warfare", to which was attached tables of organization for a Guerrilla Battalion, an Guerrilla and Headquarters Company, Guerrilla Battalion, and a Guerrilla Company. There was also attached to the memorandum an explanation of the organization and functioning of the Guerrilla Battalion, including the various sections of the Headquarters and Headquarters Company and the Guerrilla Company with its weapons Platoon, Demolition Platoons, and Demolition Squads. In these memorandums it was recommended that a total of 10 guerrilla battalions be recruited, organized, and trained, and that the organization and training of these battalions be carried on by a Guerrilla Group Headquarters. A number of battalions with their various language companies provide for operations in all of those parts of the world now occupied by the enemy, or in which it is reasonable to believe enemy operations are contemplated.

2. It is now recommended that the number of guerrilla battalions, to be recruited, organized, and trained, be initially as follows:

1st Battalion - To operate from Great Britain and be composed of the following language companies:

- 1 French Company
- 1 German Company
- 1 Belgian-Dutch Company
- 1 Norwegian-Danish Company
- 1 Polish Company

Total aggregate strength of the Battalion 759

2nd Battalion - This battalion is designed to operate in West Africa and North Africa, and personnel familiar with those

William J. Harrison

COORDINATOR OF INFORMATION

WASHINGTON, D. C.

COORDINATOR OF INFORMATION
WASHINGTON, D. C.

charged with the duty of harassing and destroying the enemy forces in the India, Burma, and Singapore area.

2nd Battalion - To be composed of 5 Guerrilla Companies as follows:

- 1 Japanese Company
- 1 Dutch Company
- 1 Malay Company
- 2 Maritime Companies

Note: The organization and training of this Battalion to be designated to operate from Headquarters in Australia, and to be charged with the duty of harassing and destroying the enemy forces in the East Indies.

10th Battalion - To be composed of 5 Guerrilla Companies as follows:

5 Phillippine Companies

Note: The organization and training of this Battalion to be designated to operate from Headquarters in Australia, and to be charged with the duty of harassing and destroying the enemy forces in the Phillipine Islands.

Garland E. Williams
Lieutenant-Colonel, Infantry.

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4th Battalion - To be composed of 4 Guerrilla Companies as follows:

- 2 Greek Companies
- 1 Albanian Company
- 1 Italian Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Egypt, and to be charged with the duty of harassing and destroying the enemy forces in Greece, Albania, and Italy.

5th Battalion - To be composed of 7 Guerrilla Companies as follows:

- 1 German Company
- 1 Dutch Company
- 1 Belgian Company
- 2 French Companies
- 1 Spanish Company
- 1 Portuguese Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Great Britain, and to be charged with the duty of harassing and destroying the enemy forces in Holland, Belgium, France, and adjacent territories.

6th Battalion - To be composed of 6 Guerrilla Companies as follows:

- 5 Chinese Companies
- 1 Korean Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Chungking, China, and to be charged with the duty of harassing and destroying the enemy forces in Occupied China.

8th Battalion - To be composed of 5 Guerrilla Companies as follows:

- 1 Thai Company
- 1 Burmese Company
- 1 Malay Company
- 1 Cantonese Company
- 1 Indian Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in India, and to be

- 2 -

- 1 Norwegian Company
- 1 Danish Company
- 1 Finnish Company
- 1 German Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Scotland or Iceland, and to be charged with the duty of harassing and destroying the enemy forces in Finland, Denmark, the Scandinavian Peninsula, and in adjacent German territory.

2nd Battalion - To be composed of 4 Guerrilla Companies as follows:

- 1 Russian Company
- 1 Latvian Company
- 1 Lithuanian Company
- 1 German Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Great Britain, and to be charged with the duty of harassing and destroying the enemy forces in the Leningrad and Baltic Sea areas.

3rd Battalion - To be composed of 3 Guerrilla Companies as follows:

- 2 Polish Companies
- 1 German Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Great Britain, and to be charged with the duty of harassing and destroying the enemy forces in Poland and adjacent German areas.

4th Battalion - To be composed of 4 Guerrilla Companies as follows:

- 1 Hungarian Company
- 1 Croatian Company
- 1 Slavian Company
- 1 Serbian Company

Note: The organization and training of this Battalion to be designed to operate from Headquarters in Egypt, and to be charged with the duty of harassing and destroying the enemy forces in Yugoslavia, Hungary, and adjacent German territory.

- 4 -

Research Section - This section is continually engaged in developing special equipment to be used in the local theater of operations. It explores local resources and converts such resources into suitable weapons and materials.

The Company Headquarters provides for the administrative work of the Battalion, the mess facilities, and includes a protective section for the Battalion Headquarters installations.

The Supply Platoon includes a Platoon Headquarters and the following:

Supply Section - This section is concerned with the supply of all materials other than munitions and explosives.

Munitions Section - This section is concerned with the procurement, storage, and issue of ammunition and explosives.

Motor Section - This section is equipped with sufficient passenger transportation for the Headquarters personnel. It also has sufficient cargo trucks to transport supplies and munitions. These cargo trucks, when unloaded, can be utilized to transport regular and auxiliary personnel to areas of activity, or elsewhere in the theater of operations.

The Battalion Organization includes ATTACHED MEDICAL personnel. This section includes a Medical Officer and a Dental Officer, who will remain with Battalion Headquarters. It also includes Medical Officers and Enlisted Medical Technicians who can be attached to operating companies. This personnel will provide the necessary medical attention for the regular personnel and the auxiliary forces. Such personnel will also be of value in assisting native sympathizers and thus be a potent factor in securing the good will of the populace.

No tables of organization are submitted for units higher than a Battalion. However, it is contemplated that a Guerrilla Group Headquarters will be established in the United States and commanded by a Major-General. This Headquarters would control the operations of the several Battalions.

Organization

The following Guerrilla Battalions are to be organized:

1st Battalion - To be composed of 4 Guerrilla Companies as follows:

- 3 -

The Company includes a Weapons Platoon, which provides the Company Commander with fire-power of a type that will be required in the conduct of sabotage against critical installations which are guarded by military forces.

The Company Headquarters includes the necessary communications personnel, fire-power, and Technicians. These Technicians serve as consultants to the Company Commander, and would be specialists to assist the operating platoons and train the native auxiliaries.

It will be noted that the Guerrilla Company is completely free of administrative and supply elements. It is a "fighting outfit" and must "live off the country."

The HEADQUARTERS AND HEADQUARTERS COMPANY, GUERRILLA BATTALION, includes all of the administrative, operating, and supply echelons for the entire organization.

The Battalion Headquarters Section includes the following agencies:

Headquarters - Exercises the functions of command and directs the activities of the entire organization throughout the area concerned. The Commanding Officer may be on the staff of the Commanding General of the particular theater of operations, or may operate as an independent command, acting under orders received from Guerrilla Group Headquarters.

Operations Section - This section plans the subversive activities to be carried on, determines the need and timeliness of sabotage, and coordinates the work of the companies.

Intelligence Section - This section secures information of enemy activities, strategic points, and targets, as well as necessary information of enemy control measures. It is on the basis of this information that the Operations Section makes plans.

Communications Section - This section maintains communication with higher Headquarters, and with the companies. It also provides the necessary maintenance and repair facilities for the communication equipment of the lower echelons.

- 2 -

The DEMOLITION PLATOON is composed of three demolition squads and a small platoon headquarters.

The PLATOON HEADQUARTERS is composed of:

- 1 Lieutenant - Platoon leader (armed with carbine)
- 1 Technical Sergeant - Platoon Sergeant (armed with carbine).
- 2 Privates - Munitions Carriers (armed with rifle and carrying reserve demolition equipment).
- 2 Privates - Radio Operators (armed with rifle and equipped with portable radio apparatus).
- 1 Private - Automatic Rifleman (armed with sub-machine gun).

The Platoon is designed to conduct subversive operations and sabotage over an extensive area and provide the necessary reserves of personnel and equipment and communication facilities. A platoon of this type would be a proper force to be sent into a large city, or a small state. The Platoon could carry out important ventures and the Platoon Leader could utilize his personnel as a nucleus for the organization of native forces throughout the area.

The GUERRILLA COMPANY is designed as a unit to conduct operations in a large geographical area and to engage in specific enterprises on a large scale.

The Company includes three demolition platoons which can be utilized by the Company Commander in two ways:

1. The platoons can be responsible for operations in geographical subdivisions of the Company.
2. The platoons may be organized as specialists and engaged along functional lines, for instance, one platoon to engage in railway sabotage; another platoon to engage in military sabotage; another platoon to engage in intelligence operations.

It is of section commander with the company. It also includes and repair facilities and the local population.

May 11, 1942

MEMORANDUMTo ACCORDINGLY Appendix "A"

The purpose of the tentative tables of organization is to provide a basis for the organization of units to be engaged in the planned and coordinated conduct of subversive activities, sabotage, and guerrilla warfare in areas occupied by the enemy. The conduct of such important operations warrants a definite organization, and should not be carried on by improvised groups of a localized character.

Basis

The basis of organization is THE INDIVIDUAL. Each man is trained as a saboteur, and is especially prepared to operate as an individual or in small groups in hostile territory. Emphasis is placed on training as a Demolitionist.

The basic unit is the Demolition Squad, and in most theaters of guerrilla operations, such as China, the Balkans, the Near East, and the East Indies, the Demolition Squad will supplant the individual as the basis of organization. The Demolition Squad is composed of:

- 1 Leader - (Demolitionist, armed with carbine)
- 1 Demolitionist, (armed with large demolition kit)
- 2 Scout-Observers - (Demolitionist, armed with rifle and small demolition kit)
- 2 Automatic-Riflemen - (Demolitionists, armed with sub-machine gun and small demolition kit)

This squad can perform important missions without aid from local sources, inasmuch as it possesses the necessary demolition equipment, reconnaissance elements, and fire-power. In those cases where the local population can be utilized, this squad would constitute a nucleus around which native agents, operatives, saboteurs, and guerrilla fighters would be organized.

GUERRILLA COMPANY

Designation: Company _____ Battalion _____

7/07

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
Unit	Specialists' ratings (class)	Company headquarters	Weapons Platoon				50-mm Mortar Section		Demolition Platoon		Total company (company headquarters, 1 weapons platoon and 3 demolition platoons)	Unlisted cadre	Remarks			
			Platoon headquarters	Section headquarters	1 squad	Total section (section headquarters and 2 squads)	Section headquarters	1 squad	Total section (section headquarters and 2 squads)	Total platoon (platoon headquarters, 1 light machine gun section and 1 60-mm mortar section)				Platoon headquarters	1 demolition squad	Total platoon (platoon headquarters and 3 demolition squads)
1 Captain																
2 First Lieutenant																
3 Second Lieutenant																
4 Total commissioned																
5 Master Sergeant, including																
6 Sergeant Major	(01)															
7 Chief Demolitionist	(01)															
8 Communications Chief	(01)															
9 Reconnaissance Sergeant	(01)															
10 Technical Sergeant, including																
11 Platoon Sergeant	(01)															
12 Section Leader	(01)															
13 Staff Sergeant, including																
14 Squad Leader	(01)															
15 Sergeant, including																
16 Gunner, light machine gun	(01)															
17 Gunner, 60-mm mortar	(01)															
18 Scout, observer, intelligence	(01)															
19 Private, first class, including																
20 Demolition man																
21 Gunner, light machine assistant	3rd															
22 Gunner, 60-mm mortar assistant	4th															
23 Munitions carrier	4th															
24 Operator, radio	3rd (FW)															
25 Rifleman, automatic	4th (FW)															
26 Total enlisted																
27 Aggregate																
28 Carbine, cal. .30 M1																
29 Demolition Kits Q-M1																
30 Gun, machine, cal. .30, M1919 A4																
31 Mortar, 60-mm																
32 Pistol, automatic, cal. .45																
33 Rifle, cal. .30, M1																
34 Submachine gun, cal. .45																

Summary of grades and ratings

Captains	1	Master Sergeant	4
First Lieutenant	1	Technical Sergeant	6
Second Lieutenant	2	Staff Sergeant	15
Total commissioned	4	Sergeant	22
		Technician, 3rd class	17
		Technician, 4th class	22
		Total enlisted	100
		Total strength	104

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
		Battalion Headquarters Section							Company Headquarters				Battalion Headquarters						
	Character	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters	Headquarters
Colonel	1																		
Lieutenant Colonel	1																		
Major	1																		
First Lieutenant	1																		
Second Lieutenant	1																		
Total commissioned																			
Master Sergeant, including																			
Sergeant Major																			
Chief Clerk																			
Communications Chief																			
Intelligence Chief																			
Operations Chief																			
Supply Chief																			
Technical Sergeant, including																			
Communications																			
Operator																			
Operator, motor vessel																			
Operator, radio																			
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GUERRILLA BATTALION

Designation: * _____ Guerrilla Battalion

	1	2	3	4	5	6	7	8	9	10
	Unit	Technician Grade	Headquarters T/O 7-	Headquarters Company T/O 7-	3 Guerrilla Companies T/O 7-	Total battalion	Attached Medical	Aggregate	Enlisted Cadre	Remarks
2	Colonel-----		1			1		1		*Insert number of battalion. *Three Medical officers to be attached to companies. *One Dental officers *Three Medical technicians. to be attached to companies *Litter bearers to be attached to companies.
3	Lieutenant Colonel-----		1			1		1		
4	Major-----		4			4		4		
5	Captain-----		6	1	3	10	1	11		
6	First Lieutenant-----		4	4	3	11	4	15		
7	Second Lieutenant-----		2	3	9	14		18		
8	Total commissioned-----		16	8	15	41	5	46		
9	Master Sergeant-----		10	3	12	25	04	29	16	
10	Technical Sergeant-----		14	2	18	34		34	18	
11	Staff Sergeant-----		16	6	39	61	2	63	48	
12	Sergeant-----		13	26	66	105		105	29	
13	Private, first class-----		14	81	165	260	12	272	86	
14	Private-----									
15	Technician-----	3rd	80	120	511	711		711	66	
16	Technician-----	4th	80	63	214	285	42	197		
17	Total enlisted-----		67	118	300	485	18	503	193	
18	Aggregate-----		85	126	315	525	23	549	193	
19	Carbine, Cal. .30 M1-----				84	84		84		
20	Demolition Kits OMI-----				237	237		237		
21	Gun, machine, Cal. .30 M1919 A4-----			4	6	10		10		
22	Mortar, 60-mm-----			2	6	8		8		
23	Pistol, Cal. .45-----		37	27	315	379		379		
24	Rifle, Cal. .30 M1-----		44	82	98	224		224		
25	Submachine gun, Cal. .45-----		4	17	84	105		105		
26	Car, 5 passenger-----			6		6	1	7		
27	Truck, 1 ton command-----			4		4	6	10		
28	Truck, 1 ton weapon carrier-----			6		6	6	12		
29	Truck, 1 1/2 ton cargo-----			14		14	1	15		

- 3 -

COORDINATOR OF INFORMATION

II. Action Recommendations WASHINGTON, D. C.

The Secretary of War directs that:

1. That effective immediately, there is established the FIRST GUERRILLA GROUP. The Commanding General, First Guerrilla Group, will establish headquarters at Washington, D.C.
2. The First Guerrilla Group will be composed of the necessary command and service elements, and initially consist of ten GUERRILLA BATTALIONS. Tentative tables of organization for the Battalions are attached hereto as Appendix "A".
3. a. Cadres of Commissioned and Enlisted personnel for ten Guerrilla Battalions and supporting service elements will be assigned to the First Guerrilla Group by the War Department. Procurement objectives for appointing Commissioned Officers and recruiting Enlisted personnel from United States citizens or foreign nationals, as provided for in the attached tables of organization, and as required for command and administration, will be provided to the First Guerrilla Group by the War Department.
- b. The Navy Department will allot such personnel and equipment as may be required by the First Guerrilla Group for the Organization and conduct of operations requiring the use of naval equipment.
- c. The Army AIR FORCE will provide the necessary equipment and operating and maintenance personnel as will be required for the conduct of reconnaissance, transport and combat missions to be carried on by the First Guerrilla Group.
4. Commanders of Armies, and Task Force Commanders, will submit to the Joint Chiefs of Staff, through proper channels, their requirements for assignment of Guerrilla Battalions to the areas with which they are concerned. Such reports will contain all available details regarding the area in which the Battalions are to operate, the missions with which they will be charged, and the objectives sought to be accomplished.
5. The Commanding General, First Guerrilla Group, is authorized to procure from the materials and resources available to the armed forces, such supplies and equipment as is necessary. He is also authorized to procure from other sources, such special types of supplies as may be deemed proper.

Enclosures.

William J. Donovan
COORDINATOR OF INFORMATION

COORDINATOR OF INFORMATION WASHINGTON, D. C.

elements. A memorandum setting forth the basis for the organization is also attached hereto. The Guerrilla Battalions consist of linguistically qualified and specially trained personnel, whose training, equipment, and tactics are in each instance especially designed for a certain theater of operations. After these units have been organized, equipped, and trained, they should be moved to the theater of operations in which they are qualified to operate. In those areas of guerrilla activities where the United Nations have established active theaters of operation, the Guerrilla units will be assigned to the military forces in such theater, and constitute an integral element of such forces. However, in those areas in the world occupied by enemy forces and not in an active theater of operations, guerrilla warfare should nevertheless be carried on against the enemy, and in such instances the units will operate under the direct command of Guerrilla Group Headquarters located in the United States.

4. In the United States there are, at this time, many thousands of individuals of foreign birth or foreign descent who are either in the armed forces or eligible for enlistment therein, and these groups should be gathered together and formed into guerrilla forces. These units, composed of personnel of unquestioned loyalty to the United States, will also supply trained cadres for the formation of guerrilla units to be composed of foreign nationals recruited from among anti-Axis groups in foreign countries. The military effort that can be achieved by a full utilization of the strength of such foreign language groups is tremendous, and will be a potent factor in achieving final victory. In the development of work of a related character, the Coordinator of Information Service Command has had repeated opportunities to recruit for the Army large numbers of individuals thoroughly capable of carrying on successful operations against the enemy in hostile areas. The purpose of this memorandum is to provide a means whereby such individuals may be taken into the Army, and their full value made available in the war effort.

5. The Guerrilla Group Headquarters in the United States should operate directly under the Joint Chiefs of Staff, and should be authorized to utilize resources of the Naval, Military, and Air forces. The necessity for operating in maritime areas, as well as land areas, requires such an organizational setup. In these operations there must be a definitely established UNIFIED COMMAND, and the air, naval, and land forces operating as Guerrilla Units must be assigned to the Guerrilla Group and there be no possibility of a division of command.

3

COORDINATOR OF INFORMATION WASHINGTON, D. C.

MEMORANDUM TO THE WAR DEPARTMENT

Subject: Sabotage Operations and Guerrilla Warfare

I. Discussion.

1. The conduct of organized sabotage in areas occupied by the enemy has become an essential mode of warfare, and today this type of military operation is a proper function to be carried on by the armed forces. It is, therefore, important that there be created units composed of personnel speaking the proper languages, which can be especially trained for this type of warfare, and employed in accordance with a well-conceived and thoroughly coordinated plan of action extending throughout all territories occupied by hostile forces. In the initial phases of such activities, the operations will be carried on largely by individuals or small groups accomplishing isolating missions but rapidly these individuals or small groups should develop into larger units, and the forces involved will inevitably develop into guerrilla warfare groups capable of conducting operations on a large scale. The activities of these guerrilla forces will be an effective means of preparing an area for offensive operations by our Army, and will greatly assist in the ultimate success of our forces. In those areas where large-scale offensive operations are not planned, the guerrilla units will continuously immobilize large elements of the enemy forces.

2. The usual conception of sabotage and guerrilla operations is based on a theory of localized responsibility for organization and operation, but under conditions of modern warfare as carried on in the present world-wide conflict, this decentralization into isolated groups engaged on independent and unrelated missions is improper. A definite command in the military forces should be created to plan and conduct this type of warfare throughout the world. Without such centralized planning and control, the full possibilities of sabotage and guerrilla warfare cannot be utilized.

3. There is attached hereto tentative tables of organization for a GUERRILLA BATTALION and its component

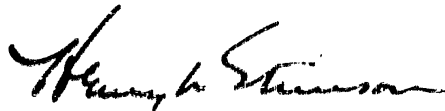
- 2 -

Operations of this nature are necessarily dependent upon opportunity and the men and equipment at hand. They must be closely coordinated with allied forces and governments and directed by a headquarters close to the scene of action. Where conducted on a large scale they should be closely followed by major efforts of the combined arms.

It is believed that full authority to conduct such operations must continue to rest with the theater commanders rather than be centralized in a special corps with headquarters in Washington. For this reason your recommendation for the establishment of the First Guerrilla Group is not favorably considered.

I am sorry that my reply cannot be more favorable.

Sincerely yours,



Secretary of War.

SECRET

WAR DEPARTMENT

WASHINGTON

WD 370.64 (S-20-42)MS-A

SECRET

JUL 8 - 1942

Colonel William J. Donovan,
Director, Office of Strategic Services,
Washington, D. C.

Dear Colonel Donovan:

Your memorandum dated May 20, 1942, subject: Sabotage Operations and Guerrilla Warfare, has been very carefully studied.

The War Department concurs in the basic idea presented, namely, that "the conduct of organized sabotage in areas occupied by the enemy has become an essential mode of warfare." Such operations are not only contemplated but, as you of course know, they are now being conducted. Highly specialized air-borne, water-borne and parachute units are being organized and trained as rapidly as facilities permit, and many units are being schooled in commando tactics. These organizations will be used in task forces specially organized for the particular mission.

Sabotage and subversive activities are now being conducted in the occupied countries of Europe by natives of those countries whose services have been secured largely through the Governments in exile. The individuals are trained in England and returned secretly to their homeland.

In Europe and the Middle East guerrilla and commando activities are being conducted by the British but American units, under the Theater Commander, are being trained for participation.

In China, Korea, Thailand and French Indo-China, guerrilla operations have been highly organized by the Chinese and the Generalissimo has indicated that he does not desire direction or training by Americans.

In the South Pacific General MacArthur is now actively conducting guerrilla and subversive operations, having taken over both the British and Dutch organizations.

SECRET

- 2 -

Sections of Africa, as well as the Mediterranean area, will be recruited for this Unit. The language companies are as follows:

- 1 French speaking Company
- 1 Spanish speaking Company
- 1 Italian Company

Total aggregate strength of the Battalion 549

3rd Battalion - This Battalion is to operate in the Asiatic zone, and is composed of the following language companies:

- 1 Japanese Company
- 1 Chinese-Korean Company
- 1 Thai-Malay-East Indies Company
- 1 Philippine Company

Total aggregate strength of the Battalion 654

4th Battalion - This Battalion will operate from the Near East with the mission of penetrating the Balkan area. A secondary mission will be the organization of guerrilla forces in those parts of the Near East that are threatened by Axis attack. The language companies for this Battalion are as follows:

- 1 Greek Company
- 1 Yugoslavian Company
- 1 Hungarian Company
- 1 Arabian-Syrian Company

Total aggregate strength of the Battalion 654

Total aggregate strength of the 4 Battalions 2616

Guerrilla Group Headquarters - The command and administration and service elements of the Guerrilla Group Headquarters will be similar in organization to the Headquarters and Headquarters Company and the Service Company of an Infantry Regiment. The strength of these elements is as follows:

Total Commissioned	20
Total Warrant Grade	5
Total Enlisted	264

5. With the exception of the change in the number of Battalions, and the number of language companies therein, there is meant to be no modification of the plans and recommendations set forth in the memorandum dated May 11, 1942.

- 3 -

4. The training of the guerrilla units will include all of the training now being given to the personnel to be engaged in sabotage operations. In addition, this specialized type of training will be extended in time and emphasis. The necessary modifications will be made to furnish training in unit action and the use of the necessary and appropriate combined arms. It is expected that the necessary personnel will be procured from the Armed Forces from among individuals having already completed basic military training and experienced with line organizations. In such instances, the specialized training for guerrilla warfare will not require more than 3 months time.

William J. Donovan
Director

STRATEGIC SERVICES TRAINING UNIT
Washington, D. C.

August 1, 1948

MEMORANDUM TO THE WAR DEPARTMENT

Subject: Guerrilla Troops

1. Reference is made to a memorandum addressed to the War Department under date of May 11, 1948, on the subject "Sabotage Operations and Guerrilla Warfare", to which was attached tables of organization for a Guerrilla Battalion, Headquarters and Headquarters Company, Guerrilla Battalion, and a Guerrilla Company. There was also attached to the memorandum an explanation of the organization and functioning of the Guerrilla Battalion, including the various sections of the Headquarters and Headquarters Company and the Guerrilla Company with its Weapons Platoon, Demolition Platoons, and Demolition Squads. In these memorandums it was recommended that a total of 16 guerrilla battalions be recruited, organized, and trained, and that the organization and training of these battalions be carried on by a Guerrilla Group Headquarters. A number of battalions with their various language companies provide for operations in all of those parts of the world now occupied by the enemy, or in which it is reasonable to believe enemy operations are contemplated.

2. It is now recommended that the number of guerrilla battalions, to be recruited, organized, and trained, be initially as follows:

1st Battalion - To operate from Great Britain and be composed of the following language companies:

- 1 French Company
- 1 German Company
- 1 Belgian-Dutch Company
- 1 Norwegian-Danish Company
- 1 Polish Company

Total aggregate strength of the Battalion 750

2nd Battalion - This Battalion is designed to operate West Africa and North Africa, and personnel familiar with those

et al.

SECRET

WAR DEPARTMENT
OFFICE OF THE CHIEF OF STAFF
WASHINGTON

July 13, 1942.

MEMORANDUM FOR COLONEL WILLIAM J. DONOVAN, DIRECTOR, O.S.S.:

Subject: Functions of the O.S.S.

1. I have looked into the questions involved as to the functions of the O.S.S. in relation to subversive activities and guerrilla warfare. The following is my concept of the set-up and relationships:

a. That the O.S.S. will operate training centers with instructors furnished by the Army and Navy. The trainees will be trained as individuals to participate in subversive activities and possibly as units for guerrilla warfare if such units are needed by theater commanders in carrying out their missions.

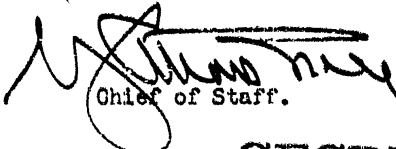
b. That subversive activities and guerrilla warfare will be carried out under the direction of the theater commander in those areas where theater commanders have been designated. In other localities they may act directly under your immediate control, subject to the directions of the Joint Chiefs of Staff.

2. Lord Louis Mountbatten is responsible for combined operations in Great Britain, including guerrilla warfare, but not for subversive activities which are a function of the British Subversive Operations Executive (S.O.E.).

It is therefore unnecessary to have a liaison officer on his staff solely for subversive activities. Any liaison that is necessary with him in relation to guerrilla warfare can now be handled through the theater commander and his liaison officer (General Truscott).

It would be appropriate, however, for the O.S.S. to have a liaison officer on General Eisenhower's staff to operate with the British Subversive Operations Executive on matters pertaining to subversive activities.

3. The entire subject should be reviewed by the Joint Psychological Warfare Committee and its recommendations submitted to the Joint Chiefs of Staff.


Chief of Staff.

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- E N C L O S U R E -

WAR DEPARTMENT
OFFICE OF THE CHIEF OF STAFF
Washington

July 14, 1942.

MEMORANDUM FOR BRIGADIER GENERAL WALTER B. SMITH:

Subject: Functions of the Office of Strategic Services.

1. I wish you would prepare a directive to the Joint Psychological Warfare Committee to prepare a study and submit their recommendations to the Joint Chiefs of Staff on the functions of the Office of Strategic Services.

2. The study should include recommendations pertaining to:

a. Schools operated by the O.S.S. with reference to type of training, the type of individual to be trained, whether or not they should be trained to operate as individual saboteurs or guerrilla warfare units or both, and the method of allocating graduates from these schools.

b. The extent to which the Army and Navy should furnish instructor personnel for these schools.

c. The control of operations of saboteurs and guerrilla units with particular reference as to whether they should be under direct control of theater commanders or operate as separate agencies. This should also include recommendations as to how saboteurs and guerrilla units should be controlled when operating outside a theater of operations.

d. The necessity for liaison officers from the O.S.S. on the staffs of theater commanders of United States Forces and on the staffs of foreign commanders.

e. Any other matters deemed pertinent in the opinion of the committee.

/s/ G. W. Marshall

Chief of Staff

SECRET

J.P.W.C. 21/D

COPY NO. 19

July 14, 1942

JOINT PSYCHOLOGICAL WARFARE COMMITTEE

DIRECTIVE

FUNCTIONS OF THE OFFICE OF STRATEGIC SERVICES

Note by the Secretary

The enclosure, a directive from the Chief of Staff to the Secretary, Joint U. S. Chiefs of Staff, is transmitted for consideration and action.

A. H. Onthank
Secretary

- 2 -

efficiency and thoroughness of the training measures. A detailed outline of the training program is contained in the attached document entitled "Training Program". The requirements as to personnel for the complete training of agents is set forth in that section of the attached "Personnel Requirements" referring to the training unit.

TYPE OF INDIVIDUAL.

The type of individual required for work as a Secret Operative as a rule is different from one assigned to guerrilla activities although we have found some capable of either assignment. As a rule agents prefer to operate in teams of twos, one a radio man the other an organizer. The men selected as agents must be foreigners, know the language fluently and the country intimately. The guerrilla, too must know the language of the country to which he is assigned but need not be as expert as the man traveling mostly on his own resources and not with a unit.

OPERATIONS.

Secret Operations should be carried out both by individual agents and by units. The individuals should be assigned to their posts by the Commanding Officer Secret Operations. The Joint Chiefs should direct any special task to be carried out. Guerrilla Units, when training is completed, should be turned over to the theater commander. If there is no theater commander they should operate under Secret Operations Command which in turn should receive its directive from the Joint Chiefs.

Close liaison should be maintained by Secret Operations with all theater commanders to ascertain their requirements in the form of agents, guerrillas and sabotage programs.

RECOMMEND.

That the Office of Strategic Services be ordered to continue to operate training centres for subversive and guerrilla warfare with instructors and enlisted personnel furnished by the Army and Navy. The trainees will be trained as individuals and units.

Subversive activities and guerrilla warfare will be carried out under the direction of the theater commander in those areas where theater commanders have been designated. In other localities they will act under control of the Office of Strategic Services, subject to the direction of the Joint Chiefs of Staff.

United States Government
OFFICE OF STRATEGIC SERVICES
Washington, D. C.

July 21st, 1942

MEMORANDUM TO THE JOINT CHIEFS OF STAFF

FROM - JOINT PSYCHOLOGICAL WARFARE COMMITTEE

SUBJECT - Functions of the Office of Strategic Services in relation to Secret Operations.

1 - The conduct of organized sabotage and guerrilla activities in areas occupied by the enemy has become an essential move of warfare. With this an object Secret Operations, now a section of the Office of Strategic Services, was set up about a year ago.

MISSION OF SECRET OPERATIONS.

- a. To conduct sabotage operations against the enemy war effort in all parts of the world.
- b. To create, organize, and equip secret armies in enemy-occupied territory throughout the world.
- c. To organize active guerrilla forces.

General Marshall in his memorandum of July 13, 1942 to Colonel Donovan outlined his conception of the set-up and relationships of the Office of Strategic Services to subversive activities and guerrilla warfare as follows:-

- a. That the O. S. S. will operate training centers with instructors furnished by the Army and Navy. The trainees will be trained as individuals to participate in subversive activities and possibly as units for guerrilla warfare if such units are needed by theater commanders in carrying out their missions.
- b. That subversive activities and guerrilla warfare will be carried out under the direction of the theater commander in those areas where theater commanders have been designated. In other localities they may act directly under your immediate control, subject to the directions of the Joint Chiefs of Staff.

TRAINING.

There has been established in the vicinity of Washington, D. C. necessary schools for the training of personnel for the Secret Operations. The training of personnel for this Unit requires special installations and special equipment, and it has been found that the effectiveness of sabotage operations is in direct proportion to the

with such necessary changes as will meet progressive standards; and that the method of allocating graduates, viz., assignment by direction of the Joint Chiefs of Staff or at the request of theatre commanders, remain in force. To insure timely provision of appropriate guerilla units for projected operations, The Operations Division, W.D.G.S. and the Office of the Chief of Naval Operations should submit requests through the J.P.W.C. indicating their requirements.

B. That the Army and Navy furnish instructor personnel for these schools in the numbers needed, in accordance with tables of organization to be submitted for approval later.

C. That control of operations of saboteurs and guerilla units remain under direct control of U. S. theatre commanders or U. S. independent area commanders. When operating outside a theatre of operations control will be exercised by the O.S.S.

D. The chief representative of the O.S.S. on the Staff of a U. S. Theatre Commander will be the liaison means with similar officers on the staffs of foreign commanders.

tary or naval organization within or in proximity to the area involved.

D. LIAISON.

(1) United States Theatres.

The arrangements for liaison in the theatres in which the O.S.S. is now operating, Chungking and London, is for the O.S.S. chief representative to be a member of the Staff of the theatre commander, thus effectuating both control and liaison.

(2) Foreign Theatres.

The arrangement presently operative in London is recommended in foreign theatres. This consists of the O.S.S. chief representative acting on the Staff of the Senior U. S. officer in that area, whether he be a military commander or a mission commander or a military officer of the Embassy Staff. The O.S.S. Commanding Officer will have on his staff a liaison officer who will maintain contact with the subversive operations officer on the foreign commander's staff.

2. RECOMMENDATIONS.

A. That the present system of the O.S.S. in the training and use of saboteurs be continued; that O.S.S. be authorized to organize and train guerilla units in the manner set forth in Paragraph 1(A)(1) above; that training be given for both saboteurs and militarized guerilla units

B. ARMY AND NAVY INSTRUCTOR PERSONNEL FOR SCHOOLS.

The type of training given makes it apparent that Army and Navy personnel are needed for instructional purposes both in the military field and in the technical field. Satisfaction of the recent request for 416 more Army grades and ratings will meet the immediate emergency, but should the organization of militarized guerilla units be authorized, additional increments of Army and Navy instructors will be needed, dependent upon the exigencies of the demand.

C. CONTROL OF SUBVERSIVE OPERATIONS.

(1) Control by Theatre Commanders.

The operations of saboteurs and guerilla units will be under the full control of theatre commanders. They will not operate as separate agencies without such control. This same control will be exercised by task force commanders or independent area commanders to whom saboteurs or guerilla units are assigned.

(2) In Areas Outside a Theatre of Operations.

The control of operations of saboteurs or of guerilla units shall be under the direct control of the theatre commander when the theatre is commanded by an American officer. When the theatre commander is an officer of another nation, the possible operations of American saboteur or of guerilla units shall be controlled by the U. S. Army or Navy head of the U. S. Mission, or other mili-

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views of these two agencies are complementary to each other, and that both can be used under the direction of theatre commanders to good advantage, saboteurs as immediate and continued agents of attrition, and guerilla units behind enemy lines on special missions assigned by the theatre commander to synchronize with his offensive or with the first attacking waves. The Committee believes that training by the O.S.S. in both types of subversive warfare is desirable.

(5) Method of Allocating Graduates from Schools.

Officers experienced in sabotage training have already been sent to several areas, with the consent or at the request of theatre commanders. It is planned to allocate militarized guerilla units to theatres of operation to implement basic directives from the Joint Chiefs of Staff or in accordance with requests from theatre commanders, and to have these units operate solely under the direction of such commanders.

To insure timely provision of appropriate guerilla units for projected operations, the Operations Division, W.D.G.S. and the Office of the Chief of Naval Operations should submit requests through the J.P.W.C. indicating their requirements.

is suitable for saboteurs and for the "organizers" of saboteurs.

(b) Guerilla Warfare. It is proposed that the training of guerilla units will include training in demolition and in the preparation of demolition material. Emphasis will be placed upon physical conditioning. Attention will be given to scouting and patrolling, to instruction in the infantry weapons and, since the guerilla company is completely free of administrative and supply units, ^{will be} it is trained to fend for itself and live off the country.

(3) Type of Individual to be Trained.

(a) Organized Sabotage. Individuals have been recruited by the O.S.S. from men sent by the Army or Navy, from foreigners who have been living in this country and also from members of Allied armies in England recruited by the British S.O.E.

(b) Guerilla Warfare. Personnel for guerilla units is to be recruited from foreign nationals in the United States Army who volunteer for service and who meet the necessary physical and mental requirements for such work.

(4) Training as Individual Saboteurs or Guerilla Warfare Units or Both.

Statements have been received as to the desired use of both individual saboteurs and guerilla warfare units. It is apparent that the ser-

centralized and specially trained with full advantage taken of their knowledge of the language and acquaintance with the various countries, and assigned as needed to various theatre commanders, could be made an effective auxiliary force.

(2) Type of Training.

(a) Organized Sabotage. As carried on by O.S.S., saboteur candidates are put through a seven-week course which embraces preliminary basic and advanced training, in addition to parachute and marine training. Special courses for certain type operations, such as industrial, railroad and communications sabotage are also given. The subjects of instruction for these courses have been planned in advance and are given by officers who themselves have been through schools of instruction in these subjects. The Committee has questioned the O.S.S. officers in charge of the training, and certain members of the Committee have observed the operations of one camp, including the work given in the preliminary and basic schedules. It has compared this training with the accounts of British training and with the report of the training in Germany given to the saboteurs now on trial before the Military Commission. From these reports and this observance, the Committee believes that the type of training being given

set up "reception committees" to meet and to aid our armed forces. All this is done as a means of preparing an area for offensive operations by our armed forces. Instruction in this method of warfare has been undertaken by O.S.S. and in certain areas (either alone or in conjunction with the British) operations are now being carried on.

(b) Guerilla Warfare. In addition to the above organization, O.S.S. asks for the authorization of guerilla units which shall be made up in whole or in part of individuals of foreign birth or foreign descent who are already in the armed forces and have had at least three months training. These units, composed of personnel of tested loyalty to the United States, are to be organized into language guerilla groups, and are to be available to theatre commanders conducting operations in countries to which such groups are native. It is conceived that these units, trained and conditioned for such service, could be employed by the theatre commander (i) either by being part of his invading wave, or (ii) by being placed behind the enemy lines through parachute or glider to join up with the "reception committees" already organized among the native population. It is urged that these guerilla groups,

SECRETENCLOSUREFUNCTIONS OF THE OFFICE OF STRATEGIC SERVICES

1. Pursuant to the directive from the Chief of Staff, United States Army, dated July 14, 1942 the J.P.C.C. has investigated the subjects listed therein and makes the following report:

A. NATURE OF OPERATIONS AND TRAINING.

(1) Sabotage Operations and Guerilla Warfare.

(a) Organized Sabotage. Conduct of organized sabotage in areas occupied by the enemy has become an important if not an essential mode of warfare.

Usually a representative, called an organizer (either a native or knowing the language of the country into which he is sent and trained in the use of radio) enters a designated area to do, among other things, the following: (i) to organize and to incite to action native groups in enemy occupied territory, (ii) to arrange for the entry of arms and equipment for these groups, (iii) to distribute seditious pamphlets, (iv) to give instruction in the character and use of demolition material, (v) to direct, supervise or to conduct sabotage activities, and (vi) to

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b. That the Army and Navy furnish instructor personnel for these schools in the numbers needed, in accordance with tables of organization to be submitted for approval later.

c. That control of operations of saboteurs and guerrilla units remain under direct control of U. S. theater commanders or U. S. independent area commanders. When operating outside a theater of operations control will be exercised by the O.S.S.

d. The chief representative of the O.S.S. on the staff of a U. S. Theater Commander will be the liaison means with similar officers on the staffs of foreign commanders.

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or Navy head of the U. S. Mission, (~~Embassy Staff~~) or other military or naval organization within or in proximity to the area involved.

d. LIAISON

(1) United States Theaters. The arrangements for liaison in the theaters in which the O.S.S. is now operating, Chungking and London, is for the O.S.S. chief representative to be a member of the Staff of the theater commander, thus effectuating both control and liaison.

(2) Foreign Theaters. The arrangement presently operative in London is recommended in foreign theaters. This consists of the O.S.S. chief representative acting on the staff of the Senior U. S. officer in that area, whether he be a military commander, ^{or} a mission commander or a military officer of an Embassy Staff. The O.S.S. Commanding Officer will have on his staff a liaison officer who will maintain contact with the subversive operations officer on the foreign commander's staff.

2. RECOMMENDATIONS

a. That the present system of operating the ~~training~~ ^{by the OSS.} ~~schools for training saboteurs~~ ^{the} be continued and ~~training for militarized guerrilla units~~ ^{be authorized} be authorized, with such necessary changes as will meet progressive standards, that training be given for both saboteurs and militarized guerrilla units; and that the method of allocating graduates, viz., assignment by direction of the Joint Chiefs of Staff or at the request of theater commanders, remain in force. To insure timely provision of appropriate guerrilla units for projected operations, The Operations Division, W.D.G.S. and the Office of the Chief of Naval Operations should submit requests through the J.P.W.C. indicating their requirements.

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To insure timely provision of appropriate guerrilla units for projected operations, the Operations Division, W.D.G.S. and the Office of the Chief of Naval Operations should submit requests through the J.P.W.C. indicating their requirements.

b. ARMY AND NAVY INSTRUCTOR PERSONNEL FOR SCHOOLS.

The type of training given makes it apparent that Army and Navy personnel are needed for instructional purposes both in the military field and in the technical field. Satisfaction of the recent request for 416 more Army grades and ratings will meet the immediate emergency, but should the organization of militarized guerrilla units be authorized, additional increments of Army and Navy instructors will be needed, dependent upon the exigencies of the demand.

g. CONTROL OF SUBVERSIVE OPERATIONS.

(1) Control by Theater Commanders. The operations of saboteurs and guerrilla units will be under the full control of theater commanders. They will not operate as separate agencies without such control. This same control will be exercised by task force commanders or independent area commanders to whom saboteurs or guerrilla units are assigned.

(2) In Areas Outside a Theater of Operations.

The control of operations of saboteurs or of guerrilla units shall be under the direct control of the theater commander when the theater is commanded by an American Officer. When the theater commander is an officer of another nation the possible operations of American saboteur or of guerrilla units shall be controlled by the U. S. Army

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Axis occupied countries or who were born there. Some foreigners, e.g. Thais, have been recruited.

Guerrilla.

(b) Personnel for guerrilla units is to be recruited from foreign nationals in the British Army and in the United States Army and Navy. Adequate precaution appears to be taken as to security. Consequently, the Committee has no adverse criticism on this subject.

(3) Training as Individual Saboteurs or Guerrilla Warfare Units or Both.

Statements have been received as to the desired use of both individual saboteurs and guerrilla warfare units. It is apparent that the services of these two agencies are complementary to each other, and that both can be used under the direction of theater commanders to good advantage, saboteurs as immediate and continued agents of attrition, and guerrilla units ~~as demolition parties just prior to the start of an offensive or with the first attacking waves.~~ *whenever they are on special missions assigned by the theater commander, to synchronize with the offensive.*

The Committee believes that training by the O.S.S. in both types of subversive warfare is desirable.

(4) Method of allocating graduates from schools. *Officers experienced in sabotage training* Individual saboteurs have already been sent to several areas, with the consent or at the request of theater commanders. It is planned to allocate militarized guerrilla units to theaters of operation to implement basic directives from the Joint Chiefs of Staff or in accordance with requests from theater commanders, and to have these units operate solely under their direction. *only commanders.*

ENCLOSUREFUNCTIONS OF THE OFFICE OF STRATEGIC SERVICES

Ref. J P.W.C. 2 1/2

1. Pursuant to the directive from the Chief of Staff, United States Army, dated July 14, 1942 the J.P.W.C has investigated the subjects listed therein and makes the following report.

A. SCHOOLS OPERATED BY THE O.S.S.(1) Type of Training.

(a) Saboteur. The Committee has questioned the O.S.S. officers in charge of the training and some members have observed the operation of one camp, including the work given in the Preliminary and Basic Schools. It has compared this training with accounts of the British training and with a report on the training in Germany which was given to the saboteurs now on trial before the Military Commission. From these reports and this observance the Committee believes that the type of training being given is suitable for saboteurs.

(b) Guerrilla. Most of the training given to saboteurs is needed for guerrilla units, but in addition guerrilla units need military training and different emphasis. It is planned to increase the length or period of training for these groups compared with that for saboteurs.

(2) Type of Individual to be Trained.

(a) Saboteur. Recruiting by the O.S.S. of individuals to be trained as saboteurs is generally from Americans who have lived in

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in accordance with tables of organization to be submitted for approval later.

E. That control of subversive operations, including guerrilla warfare units, be in accordance with the provisions of paragraph C.

F. That the United States Government of Strategic Services and other agencies be in accordance with the provisions of paragraph D.

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The Joint U.S. Chiefs of Staff will exercise general control over such operations and will delegate direct control to the Director of the Office of Strategic Services or such other officer or agency as they may designate.

2. RECOMMENDATIONS

- A. That the Joint U.S. Chiefs of Staff accept in principle the functions of the Office of Strategic Services as indicated herein; further study will be made by the Joint Psychological Warfare Committee as to training, type of men used and organization, and that committee will make further recommendations to the Joint U.S. Chiefs of Staff.
- B. That in the meantime the present system of the Office of Strategic Services in the training and use of saboteurs be continued, with such necessary changes as will meet progressive standards; and that the method of allocating saboteurs, viz., assignment by direction of the Joint U.S. Chiefs of Staff or at the request of theater commanders through the Joint U.S. Chiefs of Staff, remain in force.
- C. That decisions as to establishment, organization, training and use of guerilla units await the study and report recommended in paragraph 2-A above.
- D. That the Army and Navy furnish instructor personnel for these schools in the numbers authorized by the Joint U.S. Chiefs

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Strategic Services will be under the direct control of Theater or Task force commanders and will comply with the provisions of J.C.S. 67/3, except when the theater commander is an officer of another nation. In this case direct control will be exercised by the senior American commander if such exists, otherwise as directed by the Joint U.S. Chiefs of Staff.

(2) In areas outside of theaters of operations

When operating outside a theater of operations, officers, agents, and functions of the Office of Strategic Services will be under the control of the Joint U.S. Chiefs of Staff through such officer or agency as may be designated by the Joint U.S. Chiefs of Staff.

D. LIAISON.

(1) Theaters of Operations

In theaters of operation, liaison between the Office of Strategic Services and other agencies, either foreign or United States, will be as directed by the officer or agency exercising control of Office of Strategic Services officers, agents and functions.

(2) In areas outside of a theater of military operations:

Plans for subversive operations to be conducted in areas outside theaters of military operations must be approved by the Joint U.S. Chiefs of Staff.

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(5) Method of Allocating Graduates from Schools.

Officers experienced in sabotage training have already been sent to several areas, with the consent or at the request of theater commanders. It is planned to allocate militarized guerilla units to theaters of operation to implement basic directives from the Joint U.S. Chiefs of Staff or in accordance with requests from theater commanders, and to have these units operate solely under the direction of such commanders.

B. ARMY AND NAVY INSTRUCTOR PERSONNEL FOR SCHOOLS.

The type of training given makes it apparent that Army and Navy personnel are needed for instructional purposes both in the military field and in the technical field. Approval of the recent request for 416 more Army grades and ratings will meet the immediate emergency, but should the organization of militarized guerilla units be authorized, additional increments of Army and Navy instructors will be needed, dependent upon the exigencies of the demand.

C. CONTROL OF SUBVERSIVE OPERATIONS**(1) In theaters of operations.**

In theaters of operation, or in operational areas of task forces, officers, agents and functions of the Office of

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(3) Type of Individual to be Trained.

(a) Organized Sabotage. Individuals have been recruited by the Office of Strategic Services from men sent by the Army or Navy, from foreigners who have been living in this country and also from members of Allied armies in England recruited by the British S.O.S.

(b) Guerrilla Warfare. Personnel for guerrilla units is to be recruited from foreign nationals in the United States Army who volunteer for service and who meet the necessary physical and mental requirements for such work.

(4) Training of Individual Saboteurs or Guerrilla Warfare Units or Both.

Statements have been received as to the desired use of both individual saboteurs and guerrilla warfare units. It is apparent that the services of these two agencies are complementary to each other, and that both can be used under the direction of theater commanders to good advantage, saboteurs as immediate and continued agents of attrition, and guerrilla units behind enemy lines on special missions assigned by the theater commander to synchronize with his offensive or with the first attacking waves. The Joint Psychological Warfare Committee believes that training by the Office of Strategic Services in both types of subversive warfare is desirable.

Secret

courses have been planned in advance and are given by officers who themselves have been through schools of instruction in these subjects. The Joint Psychological Warfare Subcommittee has questioned the Office of Strategic Services officers in charge of the training, and certain members of that Subcommittee have observed the operations of one camp, including the work given in the preliminary and basic schedules. It has compared this training with the accounts of British training and with the report of the training in Germany given to the saboteurs now on trial before the Military Commission. From these reports and this observance, it is believed that the type of training being given is suitable for saboteurs and for the "organizers" of saboteurs.

(b) Guerilla Warfare. It is proposed that the training of guerilla units will include training in demolition and in the preparation of demolition material. Emphasis will be placed upon physical conditioning. Attention will be given to scouting and patrolling, to instruction in the infantry weapons and, since the guerilla company is completely free of administrative and supply units, it will be trained to fend for itself and live off the country.

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and conditioned for such service, could be employed by the theater commander,

- (i) Either by being part of an incoming wave, or
- (ii) by being placed behind the enemy lines through parachute or glider to join up with the "reception committees" already organized among the native population.

These guerrilla groups should be centralized and specially trained with full advantage taken of their knowledge of the language and acquaintance with the various countries, and assigned as needed to various theater commanders, could be made an effective auxiliary force.

(2) Type of Training.

(a) Organized Sabotage. As carried on by the Office of Strategic Services saboteur candidates are put through a seven-week course which embraces preliminary, basic, and advanced training. In addition to parachute and marine training. Special courses for certain type operations, such as industrial, railroad, and communications sabotage are also given. The subjects of instruction for these

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(iv) To give instruction in the character and use of demolition material.

(v) To direct, supervise or to conduct sabotage activities.

(vi) To set up "reception committees" to meet and to aid our armed forces.

All this is done as a means of preparing an area for offensive operations by our armed forces. Instruction in this method of warfare has been undertaken by the Office of Strategic Services and in certain areas (either alone or in conjunction with the British) operations are now being carried on.

(b) Guerilla Warfare. Guerilla units should be made up in whole or in part of individuals of foreign birth or foreign descent who are already in the armed forces and have had at least three months training. These units, composed of personnel of tested loyalty to the United States, should be organized into language guerilla groups, and should be made available to theater commanders conducting operations in countries to which such groups are native. It is conceived that these units, trained

SECRETENCLOSUREFUNCTIONS OF THE OFFICE OF STRATEGIC SERVICE -
ORGANIZED SABOTAGE AND GUERRILLA WARFARE

1. Pursuant to the directive from the Chief of Staff, United States Army, dated July 14, 1942 (J.S.W.C. 21/D), the Joint Psychological Warfare Committee has investigated the subjects listed therein and makes the following report:

A. NATURE OF OPERATIONS AND TRAINING.(1) Organized Sabotage and Guerrilla Warfare.

(a) Organized Sabotage. Conduct of organized sabotage in areas occupied by the enemy has become an important if not an essential mode of warfare.

Usually a representative, called an organizer (either a native or a person knowing the language of the country into which he is sent, and trained in the use of radio) enters a designated area to do, among other things, any or all of the following:

(i) To organize and to incite to action native groups in enemy occupied territory.

(ii) To arrange for the entry of arms and equipment for these groups.

(iii) To distribute seditious pamphlets.

COPY

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J.P.S. 35/7 (2nd Draft)

COPY NO. 28

AUGUST 10, 1942

JOINT U.S. STAFF PLANNERS

FUNCTIONS OF THE OFFICE OF STRATEGIC SERVICES-
ORGANIZED SABOTAGE AND GUERRILLA WARFARE

(Previous references: J.P.S. 35/7; and J.P.S. 26th Mtg., Item 2)

Note by the Secretariat

L. The enclosure, revised in accordance with J.P.S. 26th Meeting, Item 2, is presented for consideration by the Joint U.S. Staff Planners.

R.L. VITTRUP,

J.E. REID,

Joint Secretariat.

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3. Raiding Vessels

The necessary raiding ships and craft, and their personnel including shore and communications parties, under the command of a Naval Officer of Captains' or higher rank.

SUMMARY

1. General Headquarters Staff

Commander
 4 Deputies
 Hydrographer
 Intelligence Staff
 Transport Officer
 Materiel & Manning Officers
 British Liaison Officer
 Athletic Officer

2. Summary Of The Forces:

Attached To remain at bases
 Naval administrative, etc.
 Officers Officers - O. Banks

Military
 Officers - Other Banks

HEADQUARTERS

Commander & Staff	3	20	1	2	22
Chaplains	2				
Army Supply				1	21
Medical	1	6			
Ordnance Corps (Armourers)		2			

SIGNAL UNIT. 6 60

SPECIAL HEAD-QUARTERS UNIT 3 60

Lt. Col. Commands.

No. 1	20	360	1	2	5
2	20	360	1	2	5
3	20	360	1	2	5
4	20	360	1	2	5
5	20	360	1	2	5
6	20	360	1	2	5
7	20	360	1	2	5
8	20	360	1	2	5
9	20	360	1	2	5
10	20	360	1	2	5
11	20	360	1	2	5
12	20	360	1	2	5
TOTAL	255	4,468	13	27	103

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The curriculum of the school should include training in boat work, landing exercises and seamanship, daylight and night raids.

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capacity of a raiding boat, that is, approximately one officer and thirty men. (Note: Particular tasks could be carried out by smaller units or by individuals)

Two of such units should be commanded by a captain. Six captains commands should constitute a Lieutenant Colonel's Command, with a major as second in command.

The total force should include not more than twelve Lieutenant Colonel commands.

TRAINING

Training must be designed for purely offensive purposes. It should include swimming and boating practice and proficiency in the handling of weapons. Practice in night work of every kind should be particularly stressed. This would be its strongest distinguishing characteristic. The success of most raiding operations depends upon the silence and proficiency with which the unit could operate at night. It must be impressed upon all ranks that no type of operation, however peculiar, must be regarded as unusual. To carry this into effect it would be necessary to set up a guerilla warfare school. This should be done for the training of officers and non-commissioned officers selected for this command.

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- (a) Youth and physical fitness.
- (b) Intelligence, self reliance, and independent frame of mind.
- (c) Ability to swim.
- (d) Immunity from sickness.

COMPOSITION OF COMMAND

The Command will be comprised of two units:

- (1) Fighting Unit
- (2) Supply Unit

It is considered that, like the guerrillas, the members of such force should be one hundred percent fighting men. This should not be done as the British have done it by having the men fend for themselves at all times and under all conditions by being given an allowance with which to provide themselves with food, lodging, and the up-keep of a suit of civilian clothes. Concentration on fighting could be dealt with by the inclusion of an administrative and supply unit. The staffs of these units would not be designed to go on raids, but would devote themselves solely to their designated function, and would remain at base stations.

The organization of the men should be formed on this principle -- That its smallest unit shall be based upon the

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to man relationship of a leader with his followers. The principle of personal selection of troop leaders, junior officers and enlisted men should be followed throughout. Each man selected by his superiors should be interviewed by them so that the officers would know personally every man they are called upon to lead in the field. Non-commissioned officers selected should lose their rank and be entered as privates; they should be promoted only on the basis of actual merit and performance. A troop commander could return any of his men at will, without appeal, and without having to give any reason. Similarly, each man should have the right to return to his original unit upon giving a minimum period of notice, without stating reasons.

Recruiting could be started by a circular letter from the President to the heads of the various services, asking them to call for volunteers "for special service", and giving a list of qualifications required. It is suggested that the nature of the service be not indicated; that a promise be given that every volunteer would be interviewed privately by an officer and be given an opportunity of withdrawing after receiving an indication of what was involved. The essential qualifications would be:

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Signal Unit

There should be a Signal Unit consisting of six officers and approximately sixty enlisted men.

Special Headquarters Unit

There should be a special headquarters unit consisting of a Captain, two Lieutenants, and sixty enlisted men, trained as specialists in demolition work.

Medical Unit

There should be a medical officer, with a corps of at least six medical officers of other rank.

Chaplains

Appropriate chaplains in adequate numbers should be provided.

UNIFORM

There should be a distinctive uniform, suited to free movement. It is also suggested that each Lieutenant Colonel's unit should have a distinctive emblem.

PERSONNEL

This rests upon the vital question of leadership and discipline. It is recommended that there be adopted the essential basis of guerilla organization, that is, the man

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the headquarters staff to study and advise on questions of the loading of vessels carrying the raiding forces.

Intelligence and Operations Section

These, of course, are essential, whether they be joint or work separately.

Material and Manning Sections

This section should include two Naval, one Army and one Air officer. These officers should study and advise on the present and future requirements of ships and craft, arms and equipment.

British Liaison Officer

A British Liaison officer, of experience in line operations, should be permanently attached to the organization so that he may be available to give or obtain any information required.

Athletic Officer

An officer, trained in modern aggressive methods of conditioning and hardening men should be attached to the staff.

Force Special Units

discipline. It is recognized that the...
potential basis of guerrilla warfare... 15, the man

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six months service, and of non-service men who are specially qualified.

The Commander of the forces shall be of such rank as shall be determined by the President. The Commander will require a specially selected staff to assist and advise him. The Commander should be given the right to select his officers. As the raiding forces will include personnel and equipment from the Army, the Navy, the Marines, and the Air Corps, the Commander should have a deputy of at least the rank of Colonel from each of these services. These officers should be of a generally high standard and should have had general experience with combined operations and with the preparation of plans and orders for such operations.

Hydrographer

A hydrographic officer should be attached to the staff, to obtain, handle and prepare charts and maps required, and to furnish or obtain from the Navy Department hydrographical and navigational data required in the preparation of plans for operations.

Transport Officer

A specially qualified transport expert should serve on

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consisting of a small, flexible, unencumbered, fast moving force as an essential element in their combined operations. The individual soldier carries all his equipment, food and ammunition and when necessary "lives off the country" until he can return to his point of re-embarkation. We have no such force. This proposal contemplates a unit similar to that of the British "Commandos", but adapted to our own needs and to the genius of our own people and our traditions. In all our wars, excepting the last, we have had some such partisan force, whether it went under the name "Scouts", "Raiders", "Rangers", or "Guerillas".

Apart from the military advisability of such a force the moral effect on our people will be felt when even a small force is created for daring, offensive, far-flung objectives.

ORGANIZATION

Assuming therefore that the need for such a unit exists, the question is the manner in which it shall be organized.

This will be an independent command, both as to training and operations, but a component part of the armed forces of the United States. It will be composed of volunteers from all branches of the Army and the Navy who have had at least

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a strictly strategic standpoint the war for the next year may be a war of islands. How can they be recaptured? How can they be held? Of course the final answer to those questions must be found in the presently constituted forces of the army and the navy. While the amphibious force and the "raiding battalions" of the Marines are important and necessary in the conduct of this kind of war, they could be greatly aided by a force of independently trained, all arms, specialists, whose single continuous purpose is this particular type of desperate warfare.

It must also be kept in mind that since we have now undertaken to work more closely with our principal ally, the type of separate force proposed is better adapted for combined operations with British task forces which employ the same kind of special organization.

Apart from small raids, and in addition to the type of operation of a limited scope generally required for the prosecution of a naval campaign, these joint operations with the British may include such operations as would require similarity of organization in the different phases of attack. Already the British have organized what they call "Commandos"

*At the meeting of 6/11/42
K. Proposals for Sub. 100**Jim**5/4/42*MEMORANDUM FOR THE PRESIDENT

FROM: William J. Donovan

It is purposed to set up a special service unit under independent command. It is intended as an auxiliary or a supplement to existing military organizations.

This unit shall be so constituted as to be strong enough to conduct particular operations independently, and yet sufficiently flexible to enable it to participate in joint or combined operations of any or all arms of the military service. For purposes of administration and supply the unit shall be attached to the Navy and its Commanding Officer shall report to the President through the Secretary of the Navy.

The reason for constituting such a force is the present military position of our country. For the next year and a half we will be under enemy pressure. Yet it will be necessary to strive for the offensive, and to make use of all means to develop initiative and daring in our armed forces. From